

## Volker Renneckendorf

Interim Purchasing / Supply Chain Manager

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## Purchasing/Supply Chain expert with passion



I am an internationally experienced Purchasing/Supply Chain manager with an entrepreneurial mindset and the ability to quickly develop and implement appropriate concepts, strategies, and plans. This ensures the long-term robustness of purchasing performance.

As an interim manager, I support you as a specialist with my extensive background in the automotive sector. My expertise ranges from cost-cutting projects and supplier management to international procurement reorganization processes. Companies benefit from my in-depth knowledge of the framework conditions for modern, agile, state-of-the-art procurement – which translates directly into increased profitability. I bring 15 years of professional experience in automotive purchasing, complemented by eight years of responsibility in purchasing management. My three years as a managing director with a focus on crisis management and my successfully completed interim mandates round out my skills profile.

## PROFILE

- 3 years of experience as an interim manager
- 28 years of experience in purchasing as a passionate advocate of purchasing and corporate interests with a focus on automotive
- 15 years of experience in automotive purchasing in the development and implementation of purchasing methods in an international environment
- 8 years of experience as a permanent Head of Purchasing in the sustainable implementation of restructuring and rebuilding of purchasing organizations
- 3 years of experience as a managing director with a focus on crisis management
- 28 years of experience in human resources management in various corporate divisions
- Expertise in direct and indirect purchasing combined with appropriate purchasing strategies and implementation of savings projects
- Industry experience: Automotive, mechanical and plant engineering, metal processing and railway technology
- International activities: Stays in the USA and Mexico for 1 year as part of a purchasing restructuring and many stays in Asia for up to 2 weeks per business trip

## TO PERSON

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My profound analytical skills, my constant curiosity, and my technical training have always been a guarantee for quickly identifying problems in purchasing, developing appropriate strategies, and implementing them in suitable process landscapes and delivering robust results. This is supported by my social skills, which, as a team leader, allow me to bring together people with the right sensitivity, enabling them to subsequently achieve great things with their strengths.

My professional expertise includes not only mastering the standards commonly used in direct and indirect purchasing, but also their further development. This includes the systematic sequencing of process elements in project management – from project acquisition to capacity planning, value analyses, negotiation strategies, supplier quality standards, contract management, supplier decisions, evaluations, and international coordination with other production sites. New process landscapes, such as preventive risk management for procured products or the plastics strategy as an insourcing project for the realignment of a company in this area, are also part of my expertise.

Further significant milestones have been achieved in the context of change management and the international restructuring of purchasing organizations. At KOSTAL, for example, this included the establishment of a new purchasing organization in Shanghai, which is responsible for supplying the globally operating production sites. I also successfully reorganized purchasing on-site in the USA and Mexico for a year. At Vossloh, I also played a key role in establishing a previously virtually nonexistent purchasing department, which I successfully established with my expertise.

My repertoire also includes calculating parts prices, including hourly rates, during negotiations. This skill helped me achieve savings of €22 million at Vossloh.

Purchasing has one of the largest interface functions within the company, both internally and externally. Therefore, interface management is a high priority, which I have successfully implemented in numerous coordination meetings – including in specialized organizations (e.g., margin improvements for retail products, quality initiatives). These included process coordination, training, and the coordination of cross-cutting projects. My expertise also includes the creation of procedural instructions, guidelines, and forms, which is why I have also participated as a purchasing representative in customer audits and ISO audits.

I was responsible for the successful introduction of a catalog system as part of the digitalization process at KOSTAL, which significantly reduced the workload in indirect purchasing.

As Managing Director of Rego Herlitzius GmbH, I was able to demonstrate my skills as a crisis manager: I led the company from imminent insolvency to a profitable one (focus on materials management, retail prices, human resources, EBIT +8%). This experience underpins my competence to successfully overcome procurement challenges as an interim manager.

With almost 25 years of SAP experience, I describe myself as a specialist who, in addition to standard user support, has also managed several SAP projects. At Köbo GmbH, I was involved in the SAP implementation as a key user in purchasing, implementing costing processes, implementing automated purchase orders, developing reports, and organizing mass changes.

Since March 2022, I have been able to demonstrate my performance in various interim mandates, each of which has been completed successfully and sustainably. My reputation can be verified at any time by contacting the respective clients.

## PROFESSIONAL STATIONS (OVERVIEW)

2024-2024	Interim Manager Mandate Fastenrath Befestigungssysteme GmbH, Plettenberg Manufacturer of special nuts for automotive
2023-2023	Interim Manager Mandate TMF Friction Services GmbH, Essen Manufacturer of brake pads for automotive
2022-2023	Interim Manager Mandate KH Brinkmann GmbH & Co. KG, Werdohl Pump manufacturer for mechanical engineering
2020-2022	Time out
2017-2020	Managing Director Rego Herlitzius GmbH, Wuppertal Stirring and beating machines for the food industry
2016-2017	Head of Purchasing Dometic GmbH, Siegen Motorhome/caravan equipment supplier
2012-2016	Head of Purchasing Köbo GmbH, Wuppertal Manufacturer of drives for automation technology
2009-2012	Head of Purchasing Vossloh Fastening Systems, Werdohl Global player for railway technology
2003-2009	International Purchasing Development Leopold Kostal GmbH, Lüdenscheid Mechatronic Products Automotive
2000-2003	Project Purchasing Leopold Kostal GmbH, Lüdenscheid Mechatronic Products Automotive
1996-2000	Strategic Purchasing Leopold Kostal GmbH, Lüdenscheid Mechatronic Products Automotive
1987-1996	Foreman Leopold Kostal GmbH, Lüdenscheid Mechatronic Products Automotive

# PROFESSIONAL STATIONS INTERIM

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**2024 – 2024    Interim Mandate - Project Manager Purchasing (Mandate via Boyden)**  
**Fastenrath Befestigungstechnik GmbH, Plettenberg, Automotive sector**  
Area of responsibility: 5 employees, turnover: €45 million

**Goals:**

- Bridging vacancy: Taking over responsibility for purchasing and procurement
- Missing parts management: Elimination of massive backlogs, especially from the Far East, and high air freight costs
- Purchasing processes: Analysis of procedures and processes
- Supply of production: Stabilization and securing of the supply chain
- Master data SAP: Large-scale master data cleansing in SAP
- SAP documents: Cleanup of material documents in SAP (purchase orders and framework agreements)
- Employee development: training for employees (SAP, market analyses, negotiations, etc.)
- Organizational structure: Intensive interdisciplinary cooperation at the interfaces
- Goal development: Close communication and coordination with management

**Results:**

- Increased efficiency: significantly increased ability to act, very good feedback from interface departments, high level of motivation, greatly improved communication
- Cost reduction: Savings of approximately €1 million with a focus on wire, air freight costs eliminated
- Succession planning: successful handover of all relevant issues
- SAP Procurement: significant standardization of purchasing/procurement processes

**2023 – 2023    Interim Mandate – Senior Supply Chain Manager (Mandate via Horváth)**  
**TMD Friction Services GmbH, Essen, Automotive sector**  
Area of responsibility: 12 employees, turnover: €170 million

**Goals:**

- SCM processes: Analysis and optimization of procedures and processes
- SAP master data: Closing large gaps in master data
- EDI: Conversion to EDI (Electronic Data Interchange)
- Production supply: Stabilization of the supply chain and inventories
- Customer satisfaction: Optimization of production, increase of customer satisfaction
- Employee development: Training of employees in specific processes
- Goal development: Close communication with management

**Results:**

- SAP master data: many mass changes successfully carried out
- EDI: 25 suppliers switched to EDI
- Production supply: only sporadic backlogs remain. Stock levels are below target.
- Customer satisfaction: Special trips significantly reduced, customer satisfaction increased
- Target development: Key figures for backlogs, stocks, production output improved/increased
- Employee development: Culture significantly improved, processes and responsibilities clearly defined

**2022 – 2023    Interim Mandate – Head of Purchasing (Mandate via Boyden)**  
**KH Brinkmann GmbH & Co. KG, Werdohl, Mechanical Engineering sector**  
Area of responsibility: 6 employees, turnover: €66 million

**Goals:**

- Bridging the vacancy: Taking over the Purchasing Management
- Processes: Analysis of purchasing/procurement processes
- Reorganization: Separation of purchasing and planning, relocation of material planning
- Purchasing strategy: Development and implementation of a purchasing strategy
- Global Purchasing: Internationalization of Purchasing

**Results:**

- Reorganization: Successful separation of purchasing and material planning
- Purchasing strategy: strategic aspects of the market, product groups, supplier portfolio, supplier evaluation developed together with employees
- Internationalization: Subsidiaries integrated into the strategic process
- Electricity purchasing: New design of electricity purchasing (spot market) and reporting systems
- Supply: Residues only sporadically present
- Increased customer satisfaction: Customer satisfaction at a high level, no more lost orders due to dissatisfaction
- Fleet: Redesign of fleet management

## CAREER STATIONS PERMANENT POSITION

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**2020 – 2022**    **Time out**

**2017 – 2020**    **Managing Director**

**Rego Herlitzius GmbH, Wuppertal, mechanical engineering sector**

Area of responsibility: 22 employees, turnover: €6.3 million

- Responsibility for the areas of materials management, construction, sales (internal and international), production, service
- Leading out of impending insolvency
- Liquidity monitoring
- Sale of the inadequate industrial division
- Reduction in staff or, in some cases, qualified rebuilding
- Analysis and realignment of processes within the company
- Resolve cultural grievances and establish team spirit
- Introduction of a calcification methodology for machines and spare parts
- Setting adequate retail prices
- Optimizing the availability of machines and spare parts
- In-sourcing the product division of a weak supplier

**Achievements:** The restructuring was completed after two years. The balance sheet showed an EBIT of 0%. In the third year, the balance sheet showed an EBIT margin of 8%. Employees saw themselves as a team. Customer satisfaction was at a high level.

**2016 – 2017**    **Head of Purchasing**

**Dometic GmbH, Siegen, caravan industry sector**

Area of responsibility: 5 employees, turnover: €1.2 billion (group)

Leaving the company during the probationary period for cultural reasons

**2012 – 2016**    **Head of Purchasing**

**Köbo GmbH, Wuppertal, metal processing sector**

Area of responsibility: 9 employees, turnover: €50 million

- Restructuring of the purchasing organizations in Germany and Poland
- Definition of the supplier strategy
- Process optimization in the interfaces (sales, logistics, construction, production)
- Support for SAP implementation (Keyuser MM)
- Further development of important purchasing performance features (Contract management, key performance indicators, employee development, etc.)
- New contracts with electricity suppliers
- Planning a new telephone system

**Achievements:** Savings of €150,000 per year. Introduction of a costing system in SAP. Reduction of inventories. Transition from steel procurement from trading to direct purchasing from rolling mills.

**2009 – 2012**    **Head of Purchasing**

**Vossloh Fastening Systems GmbH, Werdohl, Railway sector**

Area of responsibility: 14 employees, turnover: €350 million

- Purchasing volume >240 million € worldwide
- Responsible for results worldwide
- Restructuring of purchasing (project purchasing, strategic purchasing)
- Definition of the supplier strategy
- Introduction of a plastics strategy (in-sourcing)
- Optimization of contract management

- Establishment of a key performance indicator system
- Target costing
- Patent guide plate EP2386687A1

**Achievements:** Savings of €22 million. The largest impact was plastic components for track reinforcements. Capital goods were €100,000 under budget.

## **2003 – 2009 International Purchasing Development**

### **Leopold Kostal GmbH, Lüdenscheid, Automotive**

Area of responsibility: 1 employee, turnover: €2 billion

- Reorganization of national purchasing (introduction of project purchasing)
- Capacity planning project purchasing
- Reorganization of international purchasing (introduction of project purchasing)
- Development of supplier management processes
- Development and monitoring of purchasing controlling
- Support in the introduction of an Asian Purchasing Center in Shanghai for the KOSTAL Group
- Contact person and coordinator for international quality (ISO and customer audits)
- Member of special organizations/projects (margin improvement of customer products)
- Quality strategy supplier performance (targeted performance improvement of suppliers)
- Many overseas assignments in Asia/America (up to 8 weeks)
- Restructuring Purchasing Mexico/USA (1 year)
- Risk management product as prevention in project business
- Introduction of a catalog system

## **2000 – 2003 Project Purchasing**

### **Leopold Kostal GmbH, Lüdenscheid, Automotive sector**

Area of responsibility: 0 employees, turnover: €2 billion

- Pilot phase for the reorganization of purchasing in 2003
- Supporting the introduction of ProKOSTAL (project management)
- Support of design/development processes
- Cost analyses for complex assemblies/items
- Participation in “make or buy” decisions
- Patent switching pill DE2000164305

## **1996 – 2000 Strategic Purchasing**

### **Leopold Kostal GmbH, Lüdenscheid, Automotive sector**

Area of responsibility: 0 employees, turnover: €2 billion

- Global Sourcing
- Supplier support / evaluation
- Price negotiations
- Contract management

## **1987 – 1996 Foreman**

### **Leopold Kostal GmbH, Lüdenscheid, Automotive sector**

Area of responsibility: 14 employees, turnover: €2 billion

- Management of printed circuit board assembly (electronics manufacturing)
- Shift planning
- Maintenance of machinery and equipment

## INITIAL AND CONTINUING EDUCATION

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- 1993 – 1997    **Further training to state-certified technician**  
Technical College in Lüdenscheid  
**Qualification: State-certified technician, specializing in mechanical engineering, with a focus on manufacturing technology**
- 1983 – 1986    **Apprenticeship as a car mechanic**  
Apprenticeship company: Willi Konertz OHG in Lüdenscheid  
**Graduation: with distinction (1.0, very good)**

## PERSONAL AND PROFESSIONAL SKILLS / INTERESTS

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### Management style / working methods

- Role model
- Strong communicator
- Flexible
- Clear messages
- Responsible
- Team player
- Socially competent
- Potential seeker
- Motivator
- Hands-on mentality
- Leader

### Special focus:

- Interim Manager Purchasing and Savings Projects
- Stabilizing the supply chain
- Reorganization and digitalization in purchasing
- Harmonization of international purchasing structures
- Leadership skills

### System knowledge

- Microsoft 365
- ERP systems: SAP R/3, SAP EEC, SAP S/4HANA, ProAlpha

### Language skills

- German, native speaker
- English, Fluent
- Spanish, basic knowledge